ASSESSING THE INFLUENCE OF MOTIVATION ON EMPLOYEES’ JOB PERFORMANCE IN GOVERNMENT ORGANIZATIONS

A CASE OF SUPPORTING STAFF AT THE UNIVERSITY OF DAR ES SALAAM
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A CASE OF SUPPORTING STAFF AT THE UNIVERSITY OF DAR ES SALAAM

By

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A Dissertation Submitted in Partial Fulfilment of the Requirements for the Award of the Degree of Master of Science in Human Resources Management (MSc-HRM) of Mzumbe University-Dar es Salaam Campus College

2013
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled ‘Assessing the Influence of Motivation on Employees’ Job Performance in Government Organizations in Tanzania’ in partial fulfilment of the requirements for the award of the degree of Master of Science in Human Resources Management (MSc. HRM) of Mzumbe University-Dar es Salaam Campus College.

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However, any errors and shortcomings of this work remain solely mine and should not be ascribed to any of the above acknowledged individuals and institutions.
DEDICATION

This work is dedicated to my late parents Mr. and Mrs. Lyson Moses Mwakyusa for making me who I am today. Also, I dedicate this work to my beloved brothers George, Albert, Osward, Paul, and Gwamaka and to my one and only beloved sister Nitike. I love them all.

Finally, to my late sister-in-law Eva Sanga (Mrs. George Mwakyusa), she played a very big role in making sure that I fulfill my dreams academically. It is a pit that she is no more to witness my success.
<table>
<thead>
<tr>
<th>Abbreviation</th>
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<tr>
<td>DHRA</td>
<td>Directorate of Human Resource and Administration</td>
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<td>DPF</td>
<td>Directorate of Planning and Finance</td>
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<td>DUS</td>
<td>Directorate of Undergraduate Studies</td>
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<tr>
<td>ELRA</td>
<td>Employment and Labor Relations Act</td>
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<td>HRM</td>
<td>Human Resource Management</td>
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<td>ICT</td>
<td>Information Communication Technology</td>
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<td>MBO</td>
<td>Management by Objective</td>
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<td>MNH</td>
<td>Muhimbili National Hospital</td>
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<tr>
<td>UCC</td>
<td>University Computing Centre</td>
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<tr>
<td>UDBS</td>
<td>University of Dar es Salaam Business School</td>
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<td>UDSL</td>
<td>University of Dar es Salaam School of Law</td>
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ABSTRACT

The main objective of this study is to assess the influence of motivation on employees’ job performance in government organizations in Tanzania. The specific objectives are to identify different methods used to motivate employees at University of Dar es Salaam, to assess the relationship between motivation and employee’s performance at UDSM, to find out reasons for different motivational methods at the UDSM and to examine how these discrepancies can be eliminated. The study used a case study design whereby a total of 60 employees were involved in it. The study employed interviews to key selected heads of directorates, schools and colleges (who were chosen purposively to generate the in depth required information), questionnaires to support staff (these were randomly selected to avoid biasness).

The study findings show that all group of respondents had enough knowledge on the role of motivation in improving job performance and organizational productivity. The findings show that motivated employees perform better than non-motivated employees. Also the findings show that lack of own source of fund contribute much to unequal provision of motivational incentives to employees. The directorates, schools and colleges which have alternative source of income do provide consistent motivational incentives to their employees and the rate of labor turnover is not regularly reported as compared to those with no motivation incentives.

The study recommends that, for effective motivation of its employees and realization of their objectives and goals, management should revisit motivational policies and remove double standards. It is also recommended that the organization reduce dependence from the government and let it establish its own sources of fund that will be used to motivate employees. Furthermore, the organization should use other means of motivation instead of depending much on monetary motivation. The suggested use of family bonanza and get together parties, letters of appreciation and acknowledging contributions from the employees could be other motivational drivers.
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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

Employees play a vital role in shaping the perception customers carry in their minds with regard to any company through their actions and behavior. Companies spend large amounts of money to create customer loyalty but often ignore the critical aspect of enhancing employee motivation in order to achieve their financial and nonfinancial goals. In the conditions of intense competition that companies operate in today, employees can play a very important role in winning customers’ hearts and minds. With the emergence of globalization, competition for companies has reached a higher level as companies are exposed to other companies not only within their own countries but also around the world.

Organizations are investing heavily in acquisition of advanced technologies, developing new processes, and introducing new products to serve their customers. Organizations have set up new departments and hired consultants to develop strategies for competing effectively in the global market. Every day we come across new promotional schemes operated by companies to stay ahead of competition. At the same time many organizations focus on their employees to gain a competitive edge, as technology, processes and organizational structure can be copied but the value that competent and dedicated employees can bring to companies cannot be easily taken away. These facts make employee motivation as one of important determinant of customer satisfaction.

Employee motivation, at times, can be an elusive quest for companies and managers due to the multiplicity of incentives that can influence employees to do their best work. Furthermore, short-term financial incentives are often seen as mandatory to foster motivation and are generally viewed very positively by employees in the workplace. However, recent research has indicated that there are other factors that
can significantly influence motivation and lead to innovation. Thus, this study intends to assess the influence of motivation on employees’ job performance in government organizations in Tanzania so as to be able to suggest strategies that can help management to motivate their workforce for better performance.

1.2 Background of the Study

Nowadays doing business all over the world is very challenging. Corporate performance and revenue growth are challenged by both internal and external operating environmental factors. To survive in a profitable way in the highly challenging and competitive global market economy, all the factors of production—machine, materials, and men—should be managed in an impressive way. Among the factors of production, the human resource constitutes the biggest challenge because unlike other inputs, employee management calls for accomplished handling of thoughts, feelings, and emotions to protect highest productivity. High productivity is a long-term benefit of employee motivation.

Various literatures today show that well motivated employees are more productive and creative towards achieving company or organizational goals (Minkler, 2004). For the organization to optimize employee’s performance there is a need for the employees to be sufficiently motivated.

Scholars and practitioners care about cultivating, increasing, and maintaining work motivation. Motivation research has a long history of considering employee motives and needs (Alderfer, 1969; Maslow, 1954; McClelland, 1961). Interest in these areas peaked in the 1970s and early 1980s, and the last fifteen years has seen little empirical or theoretical research. The majority of work on motives and needs in the 1990s falls into three areas: an examination of the job attributes that motivate individuals, research that examines need for achievement, and research on the Protestant work ethic. Employee performance is frequently described as a joint function of ability and motivation, and one of the primary tasks facing a manager is motivating employees to perform to the best of their ability (Moorhead & Griffin, 1998).
Pinder (1998) describes work motivation as the set of internal and external forces that initiate work related behaviour, and determine its form, direction, intensity, and duration. Work motivation is a middle range concept that deals only with events and phenomena related to people in a work context. Pinder recognizes the influence of both environmental forces (e.g., organizational reward systems, the nature of the work being performed) and forces inherent in the person (e.g., individual needs and motives) on work-related behaviour. An essential feature of this construct is that it views work motivation as an invisible, internal, hypothetical construct (ibid, 1998).

Contemporary research and observations show that well motivated employees are more productive and creative towards achieving company or organizational goals. On the other hand less motivated employees are less performing and tend to divert from attaining organizational goals. Motivation as incentive systems are fundamental to developing capacities and to translating developed capacities into better performance.

According to Sanga, (2007), motivation is finding a need inside the employees and helps to achieve it in a smooth and proper way. Motivation of staff leads to broaden their skills to meet the organization demands. Each manager should have the responsibility to work with the staff to find out their individual needs and put them side by side to the organizational needs. However, dissatisfaction might work as guidance for the manager to explore the needs of staff and start with it to motivate them and attract them to perform better (Phillips et al, 2009).

Motivation is very important for employee’s performance in their duties. John, (2008) argued that the most challenging aspect of employees’ management in contemporary organization is how to motivate the valuable human resources to make them efficient and effective in their job. Many organizations today are trying hard to find the proper mechanism to motivate their employees who will assist them to gain a competitive advantage.

According to Minkler (2004), the present Africa public services is singularly characterized by the present poor service delivery which is epitomized by poor
motivational processes, which necessitates creation of proper motivators and service delivery systems to make them remain service focused. Many organizations consider financial assistance as the most important factors which affect behavior hence when they are properly designed can motivate employees and consequently increase organizational and individual performance (ibid, 2004).

Recently, the issue of motivation has been given priority to many private organizations while government organization has paid little attention and there is a gradual progress in developing motivation based job performance and the mechanism to motivate employees in the organizations (Sanga, 2007).

Organizations in developing countries face the major problem of lack of motivation to their employees. Also, many independent departments, authorities and agencies lack well defined systems of motivation and human resources management, which leads to serious and wide spread complaints from public as they receive poor services from dissatisfied and less motivated employees which amounts to poor performance to many government organizations (Vijayaragavan et al, 1991).

All literatures surveyed above indicate that employee motivation is a key to better performance in any work organization whether being private or public. The big question remaining in the researcher’s mind is ‘what is the situation in Tanzania?’ Tanzania has also recognized the importance of motivation to work performance, thus it has tried to take some measures. Some of these measures include annual increase of salaries in different areas, enactment of some labour laws to protect the rights of employees, training of some employees, continuously improving work environment by providing the required working tools, and involving employees in some areas of decision making.

Although Tanzania has implemented various measures as explained above employees in many public offices are being accused of poor service delivery and inefficient performance. Why? In Tanzania, there appear to be mounting concerns that unacceptably high proportions of public servants are poorly motivated due to
combination of low morale and job satisfaction, poor incentives and inadequate controls and behavioural sanctions.

Many reasons have been attributed to this trend. Career progression opportunities are limited among public servants, salary increases by relatively little over time, promotion criteria are also still based largely on qualifications and years of service. Consequently, both hard working and non-hard workers are promoted are like. In the teaching area for example, low salary and poor work environment have undermined teacher’s morale and motivation (Bana et al, 2007). Thus, the study conducted by Massawe et al, (2010) on teachers motivation in Tanzania and other Sub-Saharan countries concluded that poor teacher motivation and inadequate incentives have far-reaching adverse impacts on the behaviour and overall performance of public primary and secondary teachers and the learning outcomes. The schools experience teachers’ attrition and many young energetic individuals avoid teaching profession. Thus, Ishengoma et al (2007) commented that public servants are often demotivated by little pay, remuneration and working environment.

This trend of de-motivation among workers in Tanzania is also reflected in a study conducted by Melkidezek et al (2008) to Doctors and Nurses at Muhimbili National Hospital. The study findings revealed that both doctors and nurses were not satisfied with their jobs. As explained above the motivation of workers is influenced by several factors. Financial resources in terms of salary and other fringe benefits is just one of the elements. MNH is the only national referral hospital in Tanzania and has the highest concentration of health experts and specialists of any hospital. However, salaries were so low that even the clinicians had to seek additional employment in private hospitals to supplement their income.

Until recently the starting salary of doctors was less than $200 per month. Several reforms were introduced at MNH to improve the situation including benefits for doctors attending meetings and workshops, to be later replaced by a promise of performance-linked salary increases. The impact of all these efforts is yet to be fully assessed, but future strikes by workers due to grievances associated with low salaries and unfavorable working conditions are still a real possibility for the hospital system.
Indeed frequent strikes are experienced at the hospital as an indication that workers are not satisfied. Apart from low salaries, lack of motivation at MNH is also arising from several other factors, including lack of positive acknowledgment and reward for good service, punitive measures for even infrequent mistakes, and a lack of communication between management and staff. All of these factors contribute to a general lack of work satisfaction, as well as disharmony between managers and workers.

Similar observations were identified confronting police force and many other areas in the public sector. Thus, study conducted by Wilfred, (2011) on non-financial motivation as a strategy to improve performance of police force in Tanzania, commented that the use of non-monetary incentives may be effective in motivating public employees, as a substitute or in addition to inadequate monetary incentives. This type of motivation is not only essential to compensate for the inadequacy of wage and monetary incentive levels, but also is vital to satisfy employees many other needs such as social interaction, belongingness, recognition, respect, attention, a feeling of achievement, autonomy, a meaningful job, a feeling of self-worth, developing one’s full potential, feedback about performance etc. Additionally, it is a valuable means of recognizing any single contribution, suggestion and success of the employees. Thus, Public organizations may utilize this type of motivation so that they can reinforce positive behaviours contributing to the accomplishment of organizational goals.

University of Dar es Salaam is a public organization operating within similar motivation ambiences. Various strategies have been put forward to ensure employees particularly supporting staffs are motivated, however, experience show that still there are lots of continued complaints among the supporting staffs which clearly indicate de-motivation among staffs. Therefore, this study intends to assess the influence of motivation on employees’ job performance in government organizations so as to suggest some strategies to make it more vibrant for better performance and productivity.
1.3 Statement of the Problem

Many studies have evolved around various motivational techniques for directing employees towards desired goals. However, the challenge to management is to recognize and understand the impact of various motivational systems on individual and group behaviour within an organised work endeavour. The success or failure of motivation rests not only on the technique itself but on management's ability to match the needs of people with appropriate rewards” (Todes et al., 1977).

Thus, according to Lameck, (2011) motivation is a driving force for arousing, selection and direction of behaviour that can lead employees to better performance when necessary and other conditions are met. Tanzania has tried much to ensure its workforce is highly motivated by providing both financial and non-financial incentives. Likewise the University of Dar es Salaam as a public institution has been doing the same. However, experience show that there are persistent complaints by staffs with regard to how they are compensated. Incentives are provided differently between supporting staffs along the University which causes others to enjoy while others to cry. This trend has brought some dissatisfaction among staffs and needs to be solved for better performance. Thus, this study intends to assess the influence of motivation on employees’ job performance in government organizations in Tanzania so as to be able to suggest strategies that can help management to motivate their workforce for better performance.

1.4 Objectives of the Study

1.4.1 General objective

The main objective of this study is to assess the influence of motivation on employee’s job performance at the University of Dar es Salaam.

1.4.2 Specific objectives

More specifically, the study objectives were:-
i. To identify different methods used to motivate employees in the UDSM

ii. To assess the relationship between motivation and employee’s performance in the UDSM.

iii. To find out reasons for difference in motivation at the UDSM.

iv. To examine how these discrepancies can be eliminated.

1.5 Research Questions

The study was guided by the following research questions:

i. What are the motivational methods and incentives used to motivate employees at UDSM?

ii. What is the relationship between motivation and employees’ performance within an organization?

iii. Why there is difference in motivation at the University of Dar es Salaam?

iv. What strategies should be employed to alleviate these discrepancies?

1.6 Significance of the Study

The findings of this study will contribute greatly to the existing body of knowledge concerning employee motivation and organization performance. It will broaden the understanding of the subject matter both theoretically and empirically. It will provide the basis for further research on the same topic in other places or in other sectors.

Furthermore, this study will equip the management of the University of Dar es Salaam with the understanding of the strategies required to motivate staffs for better
performance. It will further enable the UDSM management to put ahead realistic strategies on ensuring that the existing situation is revisited to shed out all supporting staffs’ complaints.

Apart from that, this study will provide a clear picture of the influence of motivation on employees’ job performance in Tanzania. So the government, policy makers and other practitioners can use these findings to develop realistic strategies on how to effectively motivate employees at work.

1.7 Limitations of the Study

The major limitation of the study was coverage. The study was conducted to determine the influence of motivation on employees’ job performance in government organizations in Tanzania. But it was only limited to the University of Dar es Salaam. This is because the researcher was confronted with time and financial limits. Contextually, the UDSM situation may be different from other public work organizations; however this has been able to provide critical insights on the influence of motivation on employees’ job performance.

1.8 Scope of the study

The study focused on the influence of motivation on employee’s job performance in the Tanzania public organizations (higher learning institutions) a case of the supporting staff at the University of Dar es Salaam main campus. The study also focused on issues of motivation such as trainings, promotions, good working conditions (offices and its equipments) and housing. The study paid attention in answering the established research questions to meet the research objectives as well as the findings and evidences which are supposed to convince the public organizations in Tanzania plan and conduct issues of motivation in the organization for better performance.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

Motivation is one of the most popular topics in organization behavior (Robbins, 2005). In today’s business, managers are trying to find some useful theories to motivate their employees. There are several theories on human motivation, whereby managers can use them in the way that complements each other. This chapter covers the definitions of the key concepts and the theories explaining the aspect of motivation in relation to the employees and organizational performance. It also covers different empirical literatures from different scholars in the area of motivation. Lastly, the chapter provides the literature gap left by previous studies which this study wished to fill.

2.2 Definition of Key Terms

2.2.1 Motivation

Motivation has been defined differently by different scholars. Lam and Tang (2003) defined motivation as the driving force within individuals that compels them physiologically and psychologically to pursue one or more goals to fulfil their needs or expectations. Motivation is essential to almost all behaviour at work. It can be thought of as the force that drives behaviour.

Motivation is a set of processes that determine the choices people make about their behaviors. It is an abstract term and imparts incentives that require a response on part of someone else to achieve a defined goal. However, in business, motivation is not synonymous with salaries. Money is a means for accommodating the economic needs of workers while motivation means an inner wholesome desire to exert effort without the external stimulus of money. Motivation is an ability of indoctrinating the personnel with a unity of purpose and maintaining a continuing, harmonious relationship among all (Thwala and Monese, 2008).
According to Latham and Ernest, (2006), motivation is a process resulting from the reciprocal interaction between the individual and the environment that affects a person’s choices, effort, and persistence. Bargraim (2003) defines motivation as the force within us that arouses, directs, and sustains our behavior.

2.2.2 Employees

There is no specific statutory definition of the term employee (Albright, 2003). Tanzania Labour relations code of 2007 defines an employee as a person employed by an employer, and includes a dependent contractor, but does not include a person who in the board’s opinion, performs functions of a manager or superintendent or is employed in confidential capacity in matters relating to labour relations of personnel. ELRA (2004) defines employee as an individual who has entered into a contract of employment or has entered into any other contract under which the individual undertakes work personally for the party to the contract.

2.2.3 Performance

Basically performance is a managerial function and has been defined differently by various scholars. Armstrong (2008) has defined performance as the achievement of quantified objectives.

Agarwala (2007) defines performance as what an employee does or does not do on the job. Employee performance includes quantity of output and quality of output. She further explained that if the employees do not perform to the expectations or they perform below the average, then the organizations cannot be able to achieve their objectives.

2.2.4 Job Performance

Job performance is the set of employee’s behavior that contribute to the accomplishment of organizational goals. It has three dimensions, namely, task performance, citizenship behavior, and counterproductive behavior. According to Rotundo, et al (2002) job performance is categorized into three sets namely task.
performance which includes employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that organization produces. Organizations gather information about relevant task behavior using job analysis. Citizen behaviors are voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place. Citizenship behaviors include helping, courtesy, sportsmanship, voice, civic virtue, and boosterism. According to Pullakos, et al (2000), counterproductive behaviors are employee behaviors that intentionally hinder organizational goal accomplishment. Examples of counterproductive behaviors include sabotage, theft, wasting resources, substance abuse, gossiping, harassment, and abuse (Robinson and Bennett, 1995).

2.3 Classification of motivation
Motivation is a complex phenomenon and is influenced by many factors. Human beings have variety of changing and conflicting needs, desires, and expectation that can be attempted to be destined in different ways. These various needs and expectations can be put into intrinsic and extrinsic motivation (Brehm, Kassin and Fein, 2005).

2.3.1 Intrinsic motivation
Intrinsic motivation is related to psychological rewards and as the opportunity to use one’s ability, a sense of challenge and achievement receiving appreciation. Thus, they are those that are received directly from work and do not come from someone else, a sense of accomplishment or pride and pleasure in the tasks one is performing, also positive recognition and being treated in a caring considerate way; therefore, intrinsic motivation comes from factors that exist solely inside a person (Brehm, Kassin and Fein, 2005).

2.3.2 Extrinsic motivation
They relate to tangible rewards such as pay, fringe benefits, security, promotions, and working environment, these are being determined at the organizational level
Extrinsic motivation is produced by factors that exist outside of any one individual (Brehm, Kassin and Fein, 2005).

### 2.4 Motivation Tools

Flippo (1991) mentioned motivation tools which can be used to motivate employees as follows:-

(i) *Praise and credit for work done*: the technique of praise is too often overlooked as a useful tool of motivation. Most people like to receive recognition for a well done work.

(ii) *A sincere interest in subordinates as individual persons*: the author says that, most of us have observed that we get an immediate response when we show an interest in the experience or feeling of others.

(iii) *Pride*: if a person wins a competition with others or receives some earned praise, part of his or her satisfaction can be attributed to pride. When pride is missing no specific thing can be done to produce it.

(iv) *Money*: individuals are motivated by money and other needs like psychological, social, and emotional. Money is said to motivate people faster than other kinds of motivators.

(v) *Delegation and responsibilities*: delegation of the rights and obligations to execute a given task often proves to be strong motivating factor, when subordinate is more or less on his/her own and supervisor trust him/her, he/she will feel compelled to provide results.

(vi) *Competition*: many people like to compete if they have a reasonable chance of winning. A person feels a drive to compete with fellow workers and departments and with his/her past record of performance.
2.5 **Indicators that show presence of motivation**

Cox et al (2006) argued that, motivation is the reason why people behave in a certain manner. Managers wish not only to see their employees perform their tasks well but also continue to improve the standard of their performance. The following are some of the indicators of presence of motivation:

(i) Employees are more dedicated to their work and seek to new responsibilities.

(ii) Employees give best of their knowledge in performing their duties

(iii) Their achievement is better than expected

(iv) They seek new ways to improve their work such as training and workshops

2.5.1 **Indicators that show absence of motivation**

The following are some of the indicators showing the absence of motivation:

(i) Absenteeism and lateness in reporting for duty

(ii) High labour turnover

(iii) Low quality of work

(iv) Lack of initiatives and energy

2.6 **Problems facing motivation**

Gordon (2001) argued that apart from influencing performance of employees motivation faces a lot of problems. He came up with several problems related to motivation and its implementations as follows:

(i) Motivation is difficult to implement and also to know when to motivate employees
(ii) Motivation is uneven. Educated and skilled employee can easily be motivated compared to uneducated and unskilled employees.

(iii) Needs are also uneven and have to be recognized, identified and then satisfied through various types of incentives.

(iv) It is difficult to know what motivate workers.

(v) Employees may respond differently to rewards depending on their personal interests.

(vi) There is no one formula for motivating employees or a universal set of principles.

(vii) Motivation is an internal instinct and therefore difficult to control and manage.

2.7 Strategies to motivate employees

Many studies agree that motivation plays a great role in the performance of employees in the organizations but the most challenging part is how best it can be implemented so as to achieve the intended results.

Pattanayak (2006) suggested critical aspects of organization motivation that can drive employee to a desired performance. He categorized these factors into three aspects of motivation which include (i) trickle the mind (ii) touch the heart and (c) train the hand. The factors are explained bellow:-

(i) ***Proper job design.*** Excessive job specialization introduced by Taylor’s scientific Management dehumanized work by making the workers’ job meaningless, routine, repetitive, removing all challenges and making the worker a part of machine culture.

(ii) ***Proper placement.*** We need to put the right person in the right job. This involve the determining of abilities and aptitude of people, analyzing jobs
with reference to skill varieties, task identification, task significance, autonomy and feedback and allocating a suitable job to each worker

(iii) *Provide for basic needs.* If workers are worried about their salary, housing, safety, job security, much effort will be wasted by them in insuring them it is there, therefore, it is important that basic needs of the employees in the organization are provided.

(iv) *Set example of high standards.* Employees tend to imitate things from their supervisors. It is therefore, important to let employees learn from our examples that we mean business. We should also set reasonable output and quality norms for employees based on time study.

(v) *Sense of freedom.* Freedom means absence of control. Employees need to be guided and not to be controlled. Let the employee feel that the supervisor is a part of the work situation and nothing is imposed on them. A good manager encourages people to work independently or in a team interdependently. He/she trusts people/employees and their capabilities and does not interfere with them unless absolutely necessary.

(vi) *Organization culture.* It is important to have an environment of respect for each other, build team spirit, provide enlightened leadership and capable supervision and show employees are wanted in the organization.

(vii) *Necessary information to workers.* A well informed worker considers him/herself a part of the system and is committed to the organization. This informs him/her the significance of his job in relation to overall organizational goals.

(viii) *Opportunity of participation.* Mental and emotional involvement of people in group situations encourages them to contribute to group goals. Participation improves involvement in the change process, creating a feeling of “its-my-baby”. We need to empower people to discharge responsibilities of higher level.
(ix) Be transparent. Be fair and square to people. Remember, it is not enough to do justice; justice must also appear to have been done. Don’t be prejudiced, decide things based on merits.

2.8 Benefits of motivation

Robbin (2001) and Gordon (2001) argued that motivation is very important in many ways. In their opinion employees if motivated well in the right time and managed in the right work environment, the organization will yield the following benefits:-

(i) Increase in productivity and efficiency
(ii) Decrease in tardiness and absenteeism
(iii) Decrease in opposition to changes being effected for the betterment of the organization
(iv) Improvement in relations and the working climate in the organization
(v) Reduction of wastage of and accidents in the work place
(vi) Reduction in labour turnover
(vii) Reduction in complaints and grievances in the organization
(viii) Promotion of teamwork and
(ix) Support for other workers by motivated employees.

2.9 Theoretical Review

The theories related to this study are ubiquitous but for the case of this study, the researcher has chosen Content (need) Theory; Process Theory; Goal setting Theory; Hertzberg’s Two-Factors Theory; Expectancy Theory; Maslow Hierarchy of Needs Theory; Equity Theory and the Need Achievement Theory to guide the study.
According to Donnelly et al. (1995) no theory has a universal approach to explain human behaviour, because peoples’ behaviour is too complex. However, according to Armstrong (2009) theories of motivation can help us understand why people behave as they do. There are several motivation theories which complement each other. The most significant theories are those concerned with expectancy, goal setting and equity and they are classified as process or cognitive theories (Two important groups of theories are content and process theories. Content theories are concerned with identifying what factors in an individual or the work environment that energize and sustain behaviour, while process theories try to describe how the individual is energized, directed, and sustained. They attempt to define variables in choice. The theories identified above are explained below;

2.9.1 Content (need) Theory

This theory focuses on the content of motivation in the aspect of needs. It is based on the belief that unsatisfied need creates tension and a state of equilibrium. To restore the balance, a goal is identified to satisfy the need and a behaviour pathway is selected to lead to the achievement of goal and the satisfaction of the need. All behaviour is therefore motivated by the existence of unsatisfied needs (Fincham and Rhodes, 2005).

2.9.2 Process Theory

In process theory, the emphasis is on the psychological processes or forces that affect motivation as well as on basic needs. It is also known as “cognitive theory” because it is concerned with people’s perceptions of their working environment and the ways in which they interpret and understand it. The theories try to explain how and why peoples’ behaviour is directed to certain choices (Fincham and Rhodes, 2005).

2.9.3 Goal Theory

Goal theory as developed by Latham and Locke (1979) states that motivation and performance are higher when individuals set specific goals, when goals are difficult
but accepted, and when there is feedback on performance. Participation in goal setting is important as a means of getting agreement to the setting of higher goals. Difficult goals must be agreed and their achievement reinforced by guidance and advice. Feedback is vital in maintaining motivation particularly towards the achievement of even higher goals.

Goal theory is in line with the 1960s concept of management by objective (a process of managing, motivating, and appraising people by setting objectives or goals and measuring performance against those objectives). But MBO fell into disregard because it was tackled bureaucratically without gaining the real support of those involved. Importantly, this did not ensure that managers were aware of the significance of the processes of agreement, reinforcement, feedback and skills in practising them. Goal theory, however, plays a key part in performance management. Once these goals are not realized they may lead to poor performance in the organization.

2.9.4 Hertzberg’s Two-Factors Theory

Fredrick Hertzberg advanced another content explanation of motivation in 1959. His theory was based on a study of need satisfaction among engineers and accountants. The theory is referred to as the two-factor theory of motivation (Herzberg, Mausner and Snyderman, 1959 and Lindner, 1998 cited in Armstrong, 2009). Herzberg analysed the job attitude of 200 accountants and engineers who were asked to recall when they had felt positive or negative at work and the reasons why. Herzberg suggested a two-step approach to understanding of employee motivation and satisfaction.

Hygiene factors which are based on the need to for a business to avoid unpleasantness at work. He holds that if these factors are considered inadequate by employees, then they can cause dissatisfaction with work. Hygiene factors include: company policies and administration, wages, salaries and other financial remuneration, quality of supervision, quality of inter-personal relations, working conditions, feelings of job security (Armstrong, 2009).
Motivator factors are based on individual’s need for personal growth. When they exist, motivational factors actively create job satisfaction. If they are effective, then they can motivate an individual to achieve above average performance and effort. They include; status, opportunity for advancement, gaining recognition, responsibility, challenging/stimulating work, sense of personal achievement and personal growth in a job (Armstrong, 2009).

Herzberg believed that challenging jobs do motivate employees compared to dull routine jobs. He then advised managers to redesign jobs to provide opportunities for individual achievement, recognition, advancement and personal growth (Philip, 2008).

Given Herzberg views, one could say hygiene factors are mandatory to be provided by employers. These normally assist the employees to perfume their duties. But when looking at the motivation factors these are added advantages an employee will obtain by offering his/her service to an organization

2.9.5 Expectancy Theory

This theory was established by a psychologist namely Vroom in 1966. He asserted that employees are motivated to make choices among behaviours. If employees believe that effort will be rewarded, there will be motivated effort, that is, they will decide to work harder to receive rewards. Variables in expectancy theory are choices, expectancy, and preference. A choice is the freedom to select from a number of behaviours. Expectancy is the belief that certain behaviours will or will not be successful. Preferences are the values a person attaches to different outcomes.

People in the organizations expect to be rewarded for their labour offered to the employer. This should either be tangible like money or intangible rewards like job design, work environment, reward system, feedback, recognition and empowerment or decision making participation which are the potential factors for motivating employees. If employees feel that they are well motivated, they are likely to perform to the higher standards. If not, they are likely to affect their performance (Kreitner and Kinicki, 1998).
Mrema (2007) contends that expectancy theory is a monetary belief concerning the likelihood that a particular act will be followed by a particular outcome. This is a belief that when an employee works hard she/he will be rewarded this called expectancy. It is also a belief that when an employee remains with the organization he or she is given priority of consideration for promotion to a senior job should the post becomes vacant hence called expectancy.

The importance of the Vroom theory is that it recognizes the importance of various individual needs and motivation. Despite the established relationship between motivation and positive or negative attitudes indicated by expectancy theory it indicates only the conceptual framework of the two variables. The applicability of the theory seems to be very difficult for managers to follow.

2.9.6 Maslow Hierarchy of Needs Theory

Another popular theory on motivation of employees is that of Maslow’s Needs Hierarchy. According to Maslow (1954), people are motivated by five categories of needs. Starting from lowest level which is the first to be satisfied, these needs are physiological, survival; safety; social or love needs, self-esteem or ego needs, and self-actualization needs. Higher-level needs emerge after lower-level needs are satisfied; although a person has several needs at once, only one need can dominate at any one time.

As pointed by Maslow (1954) physiological needs include food, shelter, water and all other basic human needs. To him, survival needs are to be obtained first thereafter the other categories such as security needs will follow. Generally, issues of social that is needs for affections, belongingness, acceptability, respect as well as friendship come only after one is satisfied with basic needs. Likewise, needs of having self-esteem (needs for status, self respect, autonomy, strength and prestige), self-actualization (a need to become what one is capable of becoming in life or what one can be, one must be) are also secondary to physiological needs. According to Maslow (1954), when a person’s physiological need is unsatisfied, they claim priority and the person tries hard to satisfy them in preference to high order needs.
But when the physiological needs begin to be satisfied, when the person’s priority over them starts diminishing gradually, they tend to shifting to social needs, which eventually dominate a person’s behavior. As each succeeding set of needs becomes reasonably satisfied, the next set of needs becomes more important.

Maslow believed that once a given level of needs is satisfied it no longer serves as a motivation and the next levels of needs are cultivated and the satisfaction of them motivates an individual. For example a graduate who has worked for a number of years and has managed to have his own house as well as a car he/she is not motivated by giving him a free house to live in. But the same motivation can act positively to newly graduated candidate who is seeking for a job. Maslow went further arguing that as people experience the needs for self-actualization, they tend to want more needs.

The theory has been criticized for generalizing the human needs. The ranking of the needs hierarchy as well as time bound between satisfaction on one need and other. The theory does not provide clear evidence shows that human needs are classified into five categories. From the given analysis by Maslow, it seems that satisfaction followed some kind of sequence of order and one set of needs simultaneously dominate employee behavior and all people have a five level classification of needs (Mrema, 2007). Again, the Maslow’s theory limited the satisfaction of the employee to the working place whereby sometimes it might not be the case, especially the higher level. Thus people become what they are capable of in life or what one can be, one must be through other areas of their life.

However, Maslow’s hierarchy of needs has provided a valuable guide to managerial personnel regarding employees’ individual needs (Figure 1). It confirm that in addition to financial needs, employees are motivated by their social, esteem, and self-actualization needs, which they expect to be duly considered by management. It also provided others things the management should consider to motivate its higher level employees (Mrema, 2007).
**Figure 1:** Implication of Maslow’s Hierarch at organization level

![Diagram showing Maslow's hierarchy of needs at the organizational level]

**Source:** Matungwa, (2010)

### 2.9.7 Existence Relatedness Growth Theory

This theory was propounded by Clayton Alderfer based on needs. The theory pointed out three categories of needs (Mrema, 2007). The first category is existence needs (E)-the needs required to sustain human existence. This recognized the combination of the Maslows’ physiological and safety needs. The second category of needs according to him is relatedness (R) needs which is the need for relating to others. This category corresponding to Maslow’s safety, social and certain esteem needs. The last category of needs according to this theory is Growth needs (G) is the need related to the creative or personal growth. This category corresponds to self-esteem and self-actualization of the Maslow’s theory.
Generally, the theory gave the following grounds when analyzing human needs. First, it permits operation of more than one category at the same time. Second, the theory recognizes the frustration. Thus, if a person continually fails to satisfy one category of needs say growth, the previous need (relatedness) can re-emerge and dominate the person’s behaviour. For example, an employee who fails to make it a managerial job may still redirect efforts towards cooperation with others that is relatedness needs. In this way, the theory is flexible to suit job satisfaction (Mrema, 2007). In many aspects the theory resembles Maslow’s theory.

2.9.8 Need Achievement Theory

McClelland (1961) introduces the theory of Need Achievement; it has in it the guiding principles to understand the practices of motivation. This theory based on needs. McClelland pointed out four things to consider when analyzing motivation of employees. These are the achievement, power, affictive as well as avoidance motives (Masesa, 2004). According to Mrema (2007), the need for achievement refers to the desire one has to succeed, to achieve in accordance with pre-set standards. To Mrema, power needs is the desire to make others do what she/he wants them to do, which they would otherwise not done. He argues that affiliation is the desire for friendship and to cultivate good interpersonal relationships with people.

Some individuals in the working environment have an unusual desire for achievements. They want to do something better than it has never been done before. These types of people voluntarily want situations where they can take personal responsibility for solving difficult problems. In doing so, they need quick feedback whether they have achieved or not. Under normal circumstances these individuals will increase their performance and develop organizational citizenship if recognized by the management as potential people to help the business growth and achieve its competitive advantages. These individuals are almost the same as those who desire power: high desire to influence others, desire status where they can influence others to make things happen. These types of people will only be motivated as they acquire leadership to influence others. Therefore, it is the role of managers to understand
the kind of employees they have so as to be able to develop a motivation scheme that will cut-across the needs of the staff.

However, the theory has not been spared from criticism. The theory tends to focus to higher level employees and ignores the lower levels. For example the author argues that the higher achievers are not good managers rather the need of power and affiliation appears to be closely related to managerial success. Thus successful managers are high in their need for power and less in their need for affiliation (Mrema, 2007). The theory could tell what exactly being the motivation of the manual workers who by education limits will not reach the managerial position.

### 2.9.9 Equity Theory

Equity theory is another which discusses about motivation. This theory was propagated by Adams (1963), with an understanding that the existence of feelings of inequity will motivate an individual employee to reduce that inequity. According to the Equity theory, the most common form of inequity is referred to as underpayment. This occurs when the ratio of inputs to outcomes is perceived as less favourable than the comparative standard. For example, according to the theory, if an employee perceives that he or she is working much harder than a fellow employee, who is paid the same salary; this may create feelings of underpayment (Aliko, 2010). When they perceive an inequity employees can be predicted to make one of the following choices, change their inputs, change their outcomes, distort perception of self, distort perception of others, choose a different referent and leave the field or job Greenberg (1990). Schermerhorn, (2002) suggested five steps for managing the equity process; recognize that equity comparisons are inevitable in the work-place., anticipate felt negative inequities when rewards are given, communicate clear evaluations of any rewards given, communicate an appraisal of performance on which the reward is based and communicate comparison points. If this is practiced it will create a positive attitude among employees hence motivating them to increase their performance and commitment to the organization.
The theory in this study takes a position of being very important because it provides a useful guideline to authorities on the importance of equitable rewards to employees to make each one satisfied with their jobs and hence retain them at a workplace. Despite its significance, the theory has shortcomings. Inequalities created by overpayment do not seem to have a very significant impact on behaviour in most work organizations. Also, the theory has a problem of over-relaying on laboratory studies to test the theory.

The study use this theory as the university of Dar es Salaam employees are paid using of government scales which actually could not lead to a perception of unfairness to employees, although when thorough research is done to the specific unity this inequity can be seen particularly when it comes to the payment of specific performed tasks.

To equip the study with the knowledge on organizational commitment in relation to motivation the organizational theory was studied. Meyer and Allen (1991) the author of the theory defines commitment as a force that binds an individual to a course of action that is of relevance to a particular target. Moore as cited from Aliko (2010) defined organizational commitment as involving three attitudes: “(1) a sense of identification with the organization’s goals, (2) a feeling of involvement in organizational duties, and (3) a feeling of loyalty to the organization”.

Rewards can be divided into intrinsic and extrinsic rewards. Intrinsic rewards include completion, achievement, autonomy, and personal growth whilst extrinsic rewards include salary, wages, employee benefits, interpersonal rewards, and promotions (Ivancevich, 2005). Ivancevich assert that “Intrinsic rewards are important for the development of organizational commitment”. The Researcher believes that Organizational commitment which is a result of intrinsic rewards such as employee benefits can influence an employee to increase performance.
2.10 **Summary of the Theories**

In general, all of the above theories provide an insight towards understanding the process of motivation and its significance to the attainment of the organizational goals. More specifically they all agree mutually that intrinsic rewards which include completion, achievement, autonomy, and personal growth and extrinsic rewards include salary, wages, employee benefits, interpersonal rewards, and promotions are the key factors to motivate employees. They all agree that extrinsic rewards have great impact compared to intrinsic rewards. For the purpose of this study, the Maslow theory on hierarchy of needs, Adams theory on equity and Herzberg theory on hygiene will be used to guide the study. This is because the theories will help to understand the needs of the supporting staff according to their demographic needs, their perception on rewards in relation to other UDSM staff issues of being involved in the decision making. Rowley (1996) argued that “people respond when management meets their needs for belonging, acceptance and sense of identity. The way in which financial rewards can be used as motivation will vary with the salary level of individual staff, their aspiration for promotion and the significance of financial reward to their sense of self-worth”.

2.11 **Empirical Studies**

Several studies have been conducted on the issues of motivation and its results show that there is significance role towards employees’ job performance in the organizations. According to Johns, (1996), motivation has become even more important in contemporary organizations as a result of the need for increased productivity and to be globally competitive organizations needs to find proper and suitable mechanism to motivate their employees for higher productivity.

Eshun and Duah (2010) investigated rewards as a motivation tool for employee performance. The aim of the study was to explore three vital issues in human resource management. First, to ascertain whether rewards motivate employees, identify what kinds of rewards employees considered most beneficial and finally discuss some dilemmas and difficulties manager faced in applying motivation theory
to workplace setting. The research was informed by various literatures on the most effective and efficient ways of motivating employees to enhance high performance and achieve organizational goals.

Most of the available literature on motivation showed that while motivated employees were essential for organizational goals, managers were often confronted with the challenge of coming up with the right mix of rewards which would motivate their employees for enhanced productivity. In their study, the perceptions of rewards as motivation and the dilemmas managers faced in motivating their employees were explored through analysis of (20) interviews with people in various positions and organizations in the Accra and Tema Municipalities of Ghana. Their respondents were all employees who had oversight responsibilities as managers or supervisors of between five to ten people.

The analysis of the (20) interviews suggested that while the use of rewards was a vital in motivating employees, there was a need for management and employees to have a clear understanding of human nature and what actually motivate employees. Their study further suggested that, efficient motivation program stems from a mixture of extrinsic and intrinsic rewards instead of focusing on only one type of it.

They further said that most of the challenges managers faced in motivating their employees could be eliminated or reduced when myths surrounding motivation were discarded and individual differences in terms of valence, preferences, and aspirations were incorporated. Finally enhanced motivation could be attained when managers do their best to design the work setting so as they become motivators in themselves while at the same time eliminate demotivating factors at the work place.

Hameed and Waheed (2011) studied on employee development and its effect on employee performance. They argued that the success or failure of the organization depended on employee performance. Therefore, organizations are investing huge amount of money on employee development. The key variables identified relationship between employees’ development and their performance.
Their study analyzed the theoretical framework and models related to employee development and its effects on employee performance. They further developed a model which explained the relationship between employee development variables (employee learning, skill growth, self-directed, employee attitude) and employee performance variables. It was noted that the employee performance will effect on organizational effectiveness. They divided their work into three parts. The first part provided a brief overview related to employee development and its effect on employee performance. The second part analyzed the view on studies of the past researchers related to employee development and employee performance. Finally, their work presented the proposed model along with the discussion and conclusion.

Lazear (2000) conducted a study on performance pay and productivity. He argued that, there is growing bodies of empirical evidence showing that motivations in financial incentives affect employees’ behaviour. The results showed that there was a sharp increase in productivity after the introduction of piece-rate payment at a company installing windshields in cars, which can be partially attributed to above average productivity of new hires.

Bandeira et al. (2006) explained that, tying the salary of managers to the performance of their subordinates also results in higher worker productivity. This shows that the inducing of power motivation offers organizational competitiveness.

Thwala and Monase (2008) studied on motivation as a tool to improve productivity on construction site. They wanted to identify the factors that promoted positive motivational behaviour among the construction workers as to improve production in the site. Furthermore, the study aimed at identifying consistencies in the behaviour of motivated, satisfied, committed and loyal employees in the construction field since these are important characteristics in the workplace.

Different literatures were reviewed with a special focus on the human resource management and leadership. They found that there were definite differences between different cultures as how people could be motivated. They advised that managers should play an active and continuous role in managing on site motivational
processes. It was emphasized that employee desired outcome should be tied to performance and management should focus on eliminating performance obstacles. It could not be a solution to hire and fire continuously as has been the common practice, recruiting goes with resources and money; and it is through the management that the companies grow and thereby contributing to the economy of the country.

Houran and Kefgen (2008) researched on money and motivation. Their research consistently substantiated that the effectiveness of financial incentives on job performance, although managers need to consider the issue of job quantity against its quality and also be aware of the limitations of financial incentives. Employees can have vastly different motives for acquiring wealth; this includes using money to fulfil psychological needs. Thus, it is not surprising that money alone is less an effective motivator for employees than when it is used in conjunction with non-financial reinforcements. They reviewed the nuances of financial incentives and make basic recommendations that could form the basis of the best practice compensation and incentive policies.

Exelsson and Bokedal (2009) conducted a research on motivational drivers for operational employees, managers and high offices. They discovered that 97% of all the respondents out of 187 who were interviewed in Volvo Cars Corporation in Sweden said that motivation increase performance and specifically pointed out that praise, appreciation from their bosses as well as from their co-workers, knowing that you are valued and needed is important. To be given recognition, and especially public recognition. Motivators develop opportunities and influence the sole of organization when comes to motivation as majority of respondents pointed out the importance of having management which has a strong and clear leadership and feeling of belonging to a winning team.

In connection to the above statement, the study by Sonaware (2008) on motivational factors on potential and direct entry employees and cited Jurgensen (1978) as his studies showed interesting categorical differences between male and female respondents. The sample of fifty seven thousands job applicants was interrogated. The results showed clear difference between the two gender choices regarding to
motivating factors. Males indicated security, advancement, opportunity and type of work while females indicated type of work, company and security as the most important factors. The trend showed the importance of motivation as a driver for performance to differ by gender.

Songstad et al. (2011) studied on the perceived unfairness in working conditions using the case of public health services in Tanzania. The focus on the determinants of the quality of health services in low income countries was increasing. Health workers’ motivation has emerged as a topic of interest in this context. The main objective of the study was to explore health workers’ experience of working conditions and their motivation to work. Working conditions have been pointed out as a key factor in ensuring a motivated and well performing staff.

The empirical focus was on rural public health services in Tanzania. The study aimed at situating the results in a broader historical context in order to enhance their understanding of the health worker discourse on working conditions. The study used a qualitative study design to elicit detailed information on health workers’ experience on their working conditions. Data comprised Focus group Discussion and in depth interviews with administrators, clinicians and nursing staff in the public health services in rural districts in Tanzania. The study used an ethnographic backdrop based on earlier long-term field in the same part of Tanzania. The study provides insights into health workers’ understanding and assessment of their working conditions. An experience of unsatisfactory working conditions as well as a perceived lack of fundamental fairness was revealed in this study. There were unfairness in salary, promotions, recognition of work experience, allocation of allowances and access to training. It was also revealed that many health workers lack information and knowledge about factors that influence their working conditions.

Sanga (2007) argues that “Motivation of employees as human resources is poorly understood and poorly managed in work organizations”. The main focus of the study was to establish factors motivating employees in Tanzanian work organizations and match the motivators with the implementation of performance management. The study was conducted at the University of Dar es Salaam Computing Centre, from
which the researcher believed that data would be a fair representative of the entire ICT industry in the country and other Tanzanian work organizations in general.

The findings show that the University Computing Centre (UCC’s) Human Resources Management (HRM) in general and motivation policy in particular, as well as HRM programmes are poorly designed and implemented. However, almost all key HRM programmes were in place but what was lacking was good design and effective implementation. The study focused on all employees of UCC as one of the university agency in ICT.

Maro (2004) carried a study on job Satisfaction and organizational commitment among academic staff at the University of Dar es Salaam. The study was conducted to provide understanding of the relationship between job satisfaction and organizational commitment of the academic staff at the University of Dar es Salaam. Also the study focused on revealing some homogenous demographic characteristics employees exhibit that affect their satisfaction level. Generally, the study was to determine whether those academic staff who left the organization and those who remained have direct link with motivation practices of the UDSM.

The study concluded that the employees who had experience had a significant effect on several of the component of satisfaction and overall job satisfaction among University of Dar es salaam academic staff. Satisfaction with policies, compensation, working conditions and advancement were found to have a significant relationship to organizational commitment.

Leshabari et al. (2008) conducted a study on motivation of health care workers in Tanzania at Muhimbili National Hospital. One of the main components of his study was to measure the extent to which workers in the hospital were satisfied with the tasks they performed and identify factors associated with low motivation in work place. This was a cross-sectional study involving a sample of 448 hospital workers. Stratified sampling was used to randomly pick 20% of doctors, nursing staff, auxiliary clinical workers and other administrative and support staff. About 44% of workers were female. Most of the workers were not satisfied with their jobs due to a
variety of factors such as low salary levels, frequent unavailability of necessary equipment and consumables to ensure proper patient care, inadequate performance evaluation and feedback, poor communication channel in different organizational units, lack of participation in decision making process and lack of concern for workers’ welfare by the hospital management.

Based on the study findings, several recommendations were made including setting defined job criteria and description of tasks for all staff, improving availability and quality of working gear for the hospitals, the introduction of a reward system commensurate with performance, improved communication at all levels, and introduction of measures to demonstrate concern for the workers’ welfare.

A study on how motivation influence satisfaction on employee which in turn drive employee to proper performance standards at Standard Charted Bank by Masesa (2005) revealed that the rate of satisfaction or dissatisfaction results from the way motivational packages are formulated which vary with age, education, job category, gender, marital status, religion terms of services, work ethics, professionalism, kind of incentive/reward which reflects the changing nature of needs being the employee diversity and time. This means motivation structure should be situational designed depending on situational and person.

Therefore, having seen different empirical studies carried out by different scholars on the area of motivation and employee performance, it is clear that no much studies have been done concerning supporting staff at the higher learning institutions particularly at the UDSM. The past studies which were conducted at the UDSM concentrated on academic staff and ICT section only leaving other staff aside. The influence of motivation on employees (supporting staff) job performance at the University of Dar es Salaam as a case study remains uncovered for further research.

Thus, the study investigated on how motivation affect the supporting staff job performance at the UDSM and existence of un equal treatment to its employee, bearing in mind that they all play a big role to the University in realization of its mission and vision.
2.12 Conceptual Framework

A conceptual framework is an assemblage set of research concepts cum variables together with their logical relationships often represented in the form of diagrams, charts, graphs, pictograms, flow-charts, organogram or mathematical equations (Ngirwa, 2005 and Ndunguru, 2007). This study was guided by a conceptual framework as designed by a researcher and it took into account some of the variables that influence motivation towards employee job performance in the organizations.

The framework shows the relationship between different variables that contribute to motivation and hence employee performance. There are many motivational drivers such as the reward system. The reward system of an organization which discriminates between good or poor performers, ties rewards to performance and gives the best people opportunities for advancement. Therefore, this is an important component in the model. Job design is another component of the framework. It includes the best addressed designed jobs that are meaningful, interesting, and challenging to the employees.

Culture is also included in the framework. This includes creating culture that promotes teamwork, collaboration, openness and friendship. Recognition is the last element of the framework. When employees are being recognized of what they are doing tend to perform better in the organization.

The model (framework) is confident that when all components explained above and other related ones are well implemented by the organization, employees will also be motivated and satisfied. This will lead to motivated employees, hence improving of their job performance in the organization. Likewise, once these are not well implemented, it will have negative effect on employees’ job performance in the organization.
Figure 2: Conceptual Framework:

- Job design
- Reward system
- Culture
- Recognition

Employees’ Job Performance

Source: Researchers’ idea
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter presents the research methodology, describing how the data collection was conducted. The chapter covers the area of the study, research design, study population, sampling techniques, research instruments, and data collection procedures and data analysis methods.

3.2 Research Design
Adam (2008) points out that a good research design is essential for a successful research process. One has to plan in advance the study area, the type of research to be carried out, data collection methods, a sample for which data is to be collected, methods of analyzing data, duration and fund required to complete the study. This study used a case study design as a way of generating information and analysis of obtained data practically for the problem.

According to Preece (1999) case study is a research method based on an in-depth investigation of a single individual, group, or event. It may be descriptive or explanatory. Furthermore, a case study is an empirical inquiry that investigates a contemporary phenomenon within its real life and it provides an opportunity for in-depth analysis of the unit understudied and the flexibility through data collection process.

In this regard, the study employed a case study aiming at assessing the influence of motivation on employees’ job performance at the University of Dar es Salaam. The descriptive strategy was used so as to find out the influence the influence of motivation on employee’s performance at the UDSM. Quantitative method was also used to get statistical data on the same case in the organization.
3.3 Research Type
This study employed both qualitative and quantitative methods. Qualitative method was used to analyze the open ended questionnaires while quantitative methods was used to analyze closed ended questionnaires as well as drawing simple frequency tables.

3.4 Area of the Study
The study was conducted at the University of Dar-es-Salaam main campus. The choice of the study institution was influenced by time and financial constraints the researcher was likely to face when conducting his research. Another influencing factor was the fact that, the researcher works with the University of Dar es Salaam and hopes that the results of the study will contribute to improved employee job performance in his organization.

3.5 Study Population
Best and Khan (1998) have stated that “a population is a group of individuals who have one or more characteristics in common that are of interest to the researcher”. The targeted population for this study constitutes workers from the directorates/schools/colleges of the UDSM. Groups such as administrators and heads of departments and other officials were interviewed during this study. These groups were included in the study because they are the best informed people about the challenges facing issues of motivation practice for employee performance in the public organizations in Tanzania particularly at the UDSM. The targeted population came from the directorate of human resources and administration, undergraduate studies, UDBS, DPF and School of Law.

3.6 Sample and Sampling Procedure
3.6.1 Sample
Kothari (2005) defined sample as a number of items to be selected from the universe, meaning picking from the general identified population. The sample size was selected from two groups of staff, namely the management staff and subordinate
staff. Therefore, a sample of 60 respondents from both groups was selected for the study. The respondents provided the researcher with the necessary information for the study.

Table 3:1  Sample Size Distribution

<table>
<thead>
<tr>
<th>Group of Employees</th>
<th>Sample Size</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management Officials (Deans, Directors and Heads)</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Subordinates/Ordinary staff</td>
<td>55</td>
<td>92</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field work (2013)

3.7  Sampling Procedures

3.7.1  Simple Random Sampling

The researcher determined the representative sample from the total population of the study area; simple random sampling and purposive sampling were used to draw a sample size (respondents from the category of management and subordinates).

According to Kothari (2005) simple random sampling was used because of its general strength of assuring each object in the population equal chance or opportunity of being selected and its containment of bias. This method was applied in all five directorates, departments and colleges that were selected for the study. Eleven ordinary employees were contacted in each unit.

Table 3.2  Sample by Each Group of Employees

<table>
<thead>
<tr>
<th>Group of Employees</th>
<th>Sample Size</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management Officials (Deans, Directors and Heads)</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Subordinates/Ordinary staff (DHRA, DUS, DPF, UDSL, UDBS)</td>
<td>55</td>
<td>92</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field work (2013)

3.7.2  Purposive Sampling

Purposive sampling is a non probability sampling method in which researcher uses prior knowledge to purposively choose information rich respondents for the sample
Therefore, purposive sampling was used to choose the best people who would ensure fulfilment of the intention of the study. These people included one senior management official from each of the five selected directorates, colleges and departments.

3.8 Sources of Data
During this study, both primary data and secondary data were collected. Kombo and Tromp, (2009) explain that primary data is the information gathered directly from respondents such as interviews, questionnaires and participant observation. This involves creating new data. Secondary information sources are those data neither collected directly by the user nor specifically for the user. It involves the collection and analysis of the published material and information from internal sources. Primary data therefore, came from questionnaire and interviews. The secondary data were extracted from the published, non-published materials and information from internal sources such as books, journals, past researches, thesis articles, policies and seculars found in the organization.

3.9 Data Collection Methods (Instrumentation)
As identified more by Kothari (2007) that the task of collecting data begins after a research problem has been defined and research design or work plan chalked out. This study used both primary and secondary data generation methods to allow the availability of the needed information from organization under study.

3.9.1 Primary Methods
Primary data generation methods are potential for this study where by a researcher benefited by first-hand information of the organizational respondents from different categories. This was achieved through observation. It entails direct communication with respondents through personal, loosely and structured interview, questionnaires and intensive examination of records.
3.9.2 Interview Method

Preece (1999) argued that interview is a technique in which an interviewer reads questions to respondents and records their verbal responses. In order to attain effective qualitative study, the researcher applied interview method that enabled to question respondents orally/verbally. This involved at large the management and other senior staff at the UDSM. The technique allowed the researcher to get the insight of the matter.

3.9.3 Questionnaire Method

Again, Preece (1999) refers questionnaire as a set of written questions that people respond to directly on the form without the aid of an interviewer. Open and close ended questions were randomly distributed to the responded for them to fill in data. This method was most potential for this study and it involved only subordinates who provided a good number of data needed by the researcher. This method of inquiry intended to generate data on how members of the organization feel and perceive the issue of motivation in relation to their job performance and their involvement in the practice. The questionnaires were self-administered by the respondents.

<table>
<thead>
<tr>
<th>Group of Employees</th>
<th>Number of questionnaires distributed</th>
<th>Number of questionnaires returned</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management Officials (Deans, Directors and Heads)</td>
<td>5</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>Subordinates/Ordinary staff</td>
<td>55</td>
<td>50</td>
<td>91</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>60</strong></td>
<td><strong>55</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source:** Field work (2013)

3.9.4 Secondary Data Methods

The Documentary source was used in order to supplement primary data. In this regard, a researcher intended to obtain the so called second hand information, data from variety of sources such as research studies, journals, brochures, human resource policies and office records which were be relevant to the study.
3.10 Data Analysis Methods

According to Kothari (2007) processing and analysis of data is most essential for a scientific study and for ensuring that we have all relevant data for making contemplated comparisons and analysis. Also data analysis refers to examining what has been collected in a survey or experiment and making deductions and inference (Kombo and Tromp, 2009). Data generated in this study both qualitative and quantitative methods were used to analyse data. Quantitative field data were put into groups, labelled, edited and coded. Also tables; chart figures were employed so as to enable the presentation of data and hence giving out the study results.

The qualitative data from interview and open ended questions were organized into meaningful themes and analyzed by using content analysis. This enable the researcher to interpret data collected and make necessary recommendation and reach a conclusion.

3.11 Validity and Reliability

Data quality was measured through validity and reliability of the information collected from the field.

3.11.1 Reliability

Bryman and Bell (2007) pointed out that reliability relates to the consistency or dependability of a measure. They argued that if it is reliable, you can be confident that all the items that make up the measure are consistent with each other and that, if you were to use the measure again with the same individuals, they would be rated similarly to the first time. Kothari (2007) defined reliability as the extent to which data collection process yields consistent results. Therefore, the reliability of data in this study was ensured by gathering actual data which were relevant for the study. Data were tested in terms of completeness, accuracy and consistency.
3.11.2 Validity

Trochim (2005) defined validity as the extent to which an empirical measurement adequately reflects the real meaning of the concept under study. Reliability relates to whether it is measuring what we intend it to measure, and represents the overarching quality of the measure. Also, Churchill and Brown (2007) defined validity as the extent to which the instrument accurately measures what was intended and supposed to measure. The questionnaires for this research were pilot-tested to some respondents from the UDSM management and subordinates and their comments were be used to modify the questionnaires so as to be able to capture the required information.
CHAPTER FOUR
PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter deals with data presentation, analysis and descriptive discussion of the findings. The aim of the study was to “Assess the influence of motivation on employee’s job performance in government organization using the case the supporting staff at the UDSM”. In relation to the objective of the study, the study examined employees’ opinions on motivation practices at UDSM.

The presentation of the study findings based on the four specific research objectives which are:-

(i) To identify different methods used to motivate employees in the organization

(ii) To assess the relationship between motivation and employees’ performance in the organization

(iii) To find out reasons for difference in motivation among employees at the UDSM

(iv) To examine on how the discrepancy can be eliminated/reduced in the organization.

In this chapter, the data from the interviews with UDSM heads of the five selected units of the university of Dar es Salaam Business School, Directorate of Planning and Finance, School of Law, Directorate of Human Resource and Administration and the Directorate of Undergraduate Studies were analysed, together with data extracted from distributed questionnaires from ordinary staff/employees of the University.

The 60 questionnaires were distributed to the sampled population. These were selected by using random sampling and purposive sampling method. The samples were randomly selected since every supporting staff had an equal opportunity to be
picked to fill the questionnaires. Interviews were conducted to 5 respondents who were purposely selected based on their position. The collected and analysed questionnaires were 50. Five interviews were also conducted which made a total of 55 respondents (92%) which provided the answers of the research questions.

4.2 Respondents return rate
The researcher wanted to make aggregation of a total sample of 60 respondents from management staff and the support staff at the organization. The researcher was able to aggregate returns of 55 respondents’ 92% from which a total of 60 questionnaires were distributed to management and support staff. Therefore, the percentage response was reasonable to ascertain presentation, discussion, analysis and conclusion. Questionnaire distributed to respondents and corresponding returns is indicated in the table below

Table 4:1 Questionnaires distributed and its corresponding returns

<table>
<thead>
<tr>
<th>Group of Employees</th>
<th>Number of questionnaires distributed</th>
<th>Number of questionnaires returned</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Management Officials (Deans, Directors and Heads)</td>
<td>5</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>Subordinates/Ordinary staff</td>
<td>55</td>
<td>50</td>
<td>91</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>55</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field work (2013)

4.3 Characteristics of the Respondents
This presents the profile of respondents and they are very important during analysis of the data and they are presented in terms of gender, level of education, age, work experience, positions held by respondents. These items are important when comes to interpretation of information and data from the research findings and getting realistic picture in the respect to motivation impact on employees’ job performance
4.3.1 Gender

The question was asked to identify the gender of respondents with the purpose of identifying the ratio of participants in the study. From the data collected (as indicated in the table below) the female respondents comprised of 30 (55%) while male were 25 (45%). This shows that the number of women who participated in the study were greater than male though the overall number of UDSM staff shows that the male employees are many compared to female (UDSM, 2009).

Table 4.2 Gender Distribution of the Respondents

<table>
<thead>
<tr>
<th>Sex</th>
<th>Frequency</th>
<th>Valid Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>25</td>
<td>45</td>
</tr>
<tr>
<td>Female</td>
<td>30</td>
<td>55</td>
</tr>
<tr>
<td>Total</td>
<td>55</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field work (2013)

4.3.2 Age of Respondents

Data collected indicates that the majority of the respondents were aged 30-39 (44%) followed by 40-49 (28%). Those in 50-60 years comprised of 10 (20%) and the least were aged below 30 years about 8% as stipulated in the table below. These types of information shows that the majority of the respondents were matured enough, with experience that enhanced the reliability of the collected data. The summary of the age distribution of the respondent is stipulated here below in table 4.3

Table 4.3 Age Distribution of the Respondents

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 30 years</td>
<td>6</td>
<td>11</td>
</tr>
<tr>
<td>30-39 years</td>
<td>23</td>
<td>42</td>
</tr>
<tr>
<td>40-49</td>
<td>14</td>
<td>25</td>
</tr>
<tr>
<td>50 and above</td>
<td>12</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data (2013)

4.3.3 Educational Level

Table 4.4 shows the educational level of the respondents. Data collected indicated that the respondents had different levels of education. Those with first degree were
25 (38.8 %) followed with those with certificates 11 (30%), 10 (20.4%) had master’s degree and 5 (8%) respondents had diploma. 4 respondents (these were heads of directorates/colleges/schools) had PhDs. These show that the educational level of the respondents enabled them to digest well about the motivation practices of UDSM to enable them to respond correctly to the questionnaires.

Table 4.4   Education Level of the Respondents

<table>
<thead>
<tr>
<th>Educational Level</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>11</td>
<td>20</td>
</tr>
<tr>
<td>Diploma</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>First Degree</td>
<td>25</td>
<td>45</td>
</tr>
<tr>
<td>Masters</td>
<td>10</td>
<td>18</td>
</tr>
<tr>
<td>PhDs</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>55</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data (2013)

4.3.4 Employment Positions

The study focused on supporting staff of UDSM, particularly administrative staff, technicians, accountants, secretaries, office attendants as well as drivers. The administrative staffs were 20 (33.3%), followed by technicians who were 10 (16.6%) and accountants were 15 (25%). The occupation of other respondents also included secretaries 5 (8.3%), office attendants 5 (8.3%) and drivers 5 (8.3%). The occupations of the respondents were considered important to this study because different people at different occupations have different incentives which have different implication in their performance. Therefore, such type of respondents provide an opportunity to gather information and feeling of different people in relation to motivation practices of UDSM and their relation to performance of their duties. Though these groups of respondents differ from the duties they perform but they all indicated that the most motivated incentives to them are money. They insisted that if more money is given to them it can add value to their daily life as well as performance of their activities and reduce frequent absence from duty.
Table 4.5 Occupation of the Respondents

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Officers</td>
<td>20</td>
<td>33.3</td>
</tr>
<tr>
<td>Technician staff</td>
<td>10</td>
<td>16.6</td>
</tr>
<tr>
<td>Accountants</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Secretaries</td>
<td>5</td>
<td>8.3</td>
</tr>
<tr>
<td>Drivers</td>
<td>5</td>
<td>8.3</td>
</tr>
<tr>
<td>Office Attendants</td>
<td>5</td>
<td>8.3</td>
</tr>
<tr>
<td>Total</td>
<td>55</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data (2013)

4.3.5 Respondents’ Employment Duration

From the collected information as presented in Table 4.6 below, the duration stayed by respondents in the employment at the UDSM varied considerably. Thus, 13 people (24%) had served for less than 4 years, and 25 people (45%) had served the UDSM for 5 to 10 years. Other respondents had served the UDSM as follows: 9 people (16%) had worked for a period between 11-15 years, 8 (15%) respondents also worked for a period between 15 and above years. Table 4.6 below

The first group of the respondents who had served the University for less than 10 years provided several measures that should be adopted by university to motivate their supporting staff; while the remaining group who has served for more than ten years provided their experience on how UDSM has managed to motivate them to keep on working with the University. Therefore the variation of the working duration of the respondents helped to gather information on past and present motivation practices of the UDSM.

Table: 4.6 Respondents’ Employment Duration

<table>
<thead>
<tr>
<th>Number of Years Worked</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 4 years</td>
<td>13</td>
<td>24</td>
</tr>
<tr>
<td>5-10</td>
<td>25</td>
<td>45</td>
</tr>
<tr>
<td>11-15</td>
<td>9</td>
<td>16</td>
</tr>
<tr>
<td>Above 15</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>55</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data (2013)
4.4 UDSM employees motivation methods/schemes

The study aimed at assessing the influence of motivation on employees’ job performance in government organization. The researcher wanted to know from the management officials if the organization has in place motivation schemes/systems for its staff. In response to that question, majority of respondents agreed that there are motivations schemes in which the organization use to motivate employees. The findings showed that 5 (100%) of respondents from management officials knew that the organization has in place the motivation structure while none (0%) of respondents said they do not know whether the organization has in place the motivation structure.

Table 4.7 Presence of motivation structure at the UDSM

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>No Idea</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>5</td>
<td>100</td>
</tr>
</tbody>
</table>

**Source:** Field Data (2013)

In their response, they mentioned issues like housing allowances, tuition waiver to staff’s children and spouse, rewards to the staff with long serving at the university, provision of incentives though not regularly as some of the motivations offered by the organization to its staff.

Those respondents who said they knew that the structure exist, implies that, they concur with Lawler (2003) who said that, “the prosperity and survival of the organization is determined by the way they treat their employees.” They further mentioned scheme of service and human resource management policy which provide room for motivation process in the organization. Also provision of incentives as the case in other departments has described as sign for existence of motivational practice in the organization.

For example the UDSM has a general policy which cut across to all schools and colleges. The policy states that “all incentives should be given to all employees by
their respective schools and colleges.” This includes also the provision of retention schemes in which each school/college/directorate should provide as a strategy to retain the employees and enhance their performance.

However due to lack of adequate and assured source of income as well as budget deficit, not all schools have managed to fulfil this policy directives. The schools which manage to provide incentives are those which have other alternative source of income and which the respective schools/colleges have the mandatory power to decide on how the incentives should be provided. Moreover each school/college and departments have also their own policies on how to provide these incentives. For instance UDBS, its policy recommends that the profit that the school do get should be distributed to their employees. It also emphasizes on annual family days celebration or gatherings; while the Directorate of Human Resource and that of Undergraduate Studies depend on the subsidies from the government, on which is not enough for that purpose. Therefore, this signified that most of the employees at the organization knew there is in place motivational policy but sometimes it is difficult to implement it because of the dependence from the central government and the diversity of schools as far as the alternative sources of income is concerned. Therefore, the issue of incentives at UDSM has been something that is relative and not objective due to the diversity which exists among the schools and colleges in fulfilling and maintaining it.

4.5 Existence of motivational structure in the organization

Again, the study wanted to get information from supporting staff whether they know that there is in place any motivational structure in the organization. The response show that 90% (45 respondents) agree that there is motivational structure at the UDSM and only 5% (5 respondents said NO). No one did say that had no idea on existence of the motivational structure as shown in the table below.
Table 4.8   Existence of motivational structure in the organization

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>45</td>
<td>90</td>
</tr>
<tr>
<td>No</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>No Idea</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

**Source:** Field Data (2013)

The 45 (90%) of respondents who said knew that the structure exist, concur with Lawler (2003) who said that, the prosperity and survival of the organization is determined by the way they treat their employees. The respondents mentioned scheme of service and Human Resource Management Policy which provides room for motivation process in the organization.

4.6   The data concerning knowledge level on issues of motivation

The issues of knowledge level on motivation were also given priority during data collection process. The findings showed that 25 (50%) of the respondents had excellent knowledge on issues of motivation in relation to job performance, 13 respondents (26%) had a very good knowledge on issues of motivation in relation to their job performance. Also 10 (20%) respondents showed that they had good knowledge on motivation issues in relation to their job performance and 2 (4%) respondents had fair knowledge on motivation and job performance.

Meanwhile, no respondents showed that they have no idea on motivation and performance. The collected data is shown in the table below.

Table 4.9   Knowledge level on issues of motivation

<table>
<thead>
<tr>
<th>Knowledge level on issues of motivation</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>Very good</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>Good</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Fair</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>No idea</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

**Source:** Field Data (2013)
4.7 Provision of motivational incentives at organization.

The study was interested to know from the supporting staff that, apart from the existence of motivational incentives; whether their organization has a tendency of providing them those motivational incentives. This is due to the fact that the schemes can exist ideally, but in real sense they do not benefit the employees. The responses are shown in the table below.

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>46</td>
<td>92</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data (2013)

Therefore, the findings show that majority of respondents of about 92% knew that the organization do provide motivational incentives to the employees compared to those who said NO (8%). They were further asked to mention types of incentives offered by the organization and they mentioned money in terms of allowances, trainings particularly to academic members of staff, housing though not to all staff, supervision allowances, overtime paid to auxiliary police/security guards, medical service under the University Health Centre and also incentives are given to the best performer from each directorates, colleges and schools. Promotion was one of the motivational incentives mentioned by respondents, but in here only the employees who showed outstanding performance are promoted to the next rank and those who did not perform well are given warning letters.

4.8 Relationship between motivation and employee’ performance at UDSM.

Before establishing the relationship that exist between motivation and job performance at the UDSM, in order to maintain objectivity and validity of research objectives; the researcher tried to ask the respondents other factors that may affect job performance within an organization. This was important because although
motivation plays a great role in job performance, an employee may be motivated and still perform poor.

In order to make sure that employees perform better, there must be predetermined performance drivers. Therefore, the study wanted to collect information from respondents as to what factors hinder them from performing their job as required. The table below shows the response from the respondents.

Table 4.11 Employees rating on factors that hinder their performance

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low level of motivation</td>
<td>32</td>
<td>64</td>
</tr>
<tr>
<td>Poor employee relations</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Low salaries</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>Unfavourable working conditions</td>
<td>28</td>
<td>56</td>
</tr>
<tr>
<td>Low level of education</td>
<td>7</td>
<td>14</td>
</tr>
</tbody>
</table>

Source: Field Data (2013)

The study findings showed that 32 respondents (64%) said that low level of motivation hinders them to perform better, 28 respondents (56%) said unfavourable working condition also hinder employees’ performance. 25 respondents (50%) mentioned low level of salary as a contributing factor to their poor performance. Other respondents explained that low level of education which is 14% of respondents that it also has contribution on their performance and 6% of respondents described poor employees’ relation as a hindrance to their performance.

The findings revealed that low level of motivation; unfavourable working condition and low salary are the major factors that hinder employees’ better performance in the organization. It is therefore, a high time to the UDSM management to pay attention to those areas which have shown significant impact on poor performance to its employees. The study findings agree with that of Colvin (1998) on how best to motivate employees which show that financial incentives drive employees to do more of what they are doing. Furthermore, Carnevale (1992) in his work pertaining to multiple offices and office buildings indicated that the factors such as
dissatisfaction, cluttered workplace and the physical environment are playing a major role in the loss of productivity of the organization.

The study discovered that there is strong relationship between motivation and employees’ job performance. The findings from senior management officials involved in the study showed that all of them agree that there is a strong relationship between motivation and improvement of employees’ job performance.

They said that motivation build the culture of self-initiatives and innovations, enhance efficiency in performance of employees, improves working morale, improve organization image to their customers, reduces labour turn-over because employees see that they are valued and also motivation help to build employees job satisfaction.

Furthermore, the findings revealed that motivation and employees’ performance have dependant relationship because presence of motivation acts as catalyst towards improving employees’ performance in the organization and hence achieving both individual and organizational goals.

The study findings again agree with that of expectancy theory by Vroom (1966) and equity theory by Adams (1965). Vroom asserts that employees are motivated to make choices among behaviours. If employees believe that efforts will be rewarded, there will be motivated efforts, that is, they will decide to work harder to receive a reward. Equity theory by Adams (1965) is concerned with the perception people have about how they are being treated as compared with others. To be dealt with equitably is to be treated fairly in comparison with others.

The study was also interested in getting the opinions from the directors, deans and heads of selected units on the importance of motivation in relation to employees’ job performance. The findings showed that all respondents agree that motivation is very important to employees so that they improve their performance as shown in the table below.
Table 4.12  Views of management on issues of motivation in relation to job performance

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>5</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data September (2013)

Most of the management officials explained that motivation plays a big role in improving employs job performance. They said that “motivation build the culture of self-initiatives and innovations, enhance efficiency in performance of employees, improves working morale, improve organization image to their customers, reduces labour turn-over because employees see that they are valued and also motivation help to build employees job satisfaction.”

They further contended that motivation lead to employees to work more hours to accomplish the assigned tasks, build a sense of ownership and bring the best performance from employees. They pointed out that motivation in the organization reduces the rate of labour turn-over, improves employees relations and increase productivity. The key informants especially from the directorate of human resource and management pointed out that, there is a close relationship between employee’s motivation and their job performance. They argued that the success of any facet of any business was always be traced back to motivated employees, competencies and availability of the working facilities. Non-motivated employees with a lot of problems in some cases cannot use their maximum efforts in producing for their employers. Therefore, they emphasized that, despite of ensuring that required skills and competencies and facilities are in place; organization should make sure that their employees are motivated to the highest level.

The findings correlate with that of goal theory on motivation and performance as stated by Lotham and Locke (1979). In their study, they pointed out motivation and performance is higher when there is feedback on performance. Participation in goal setting is important as a means of getting agreement to the setting of higher goals. Difficult goals must be agreed and their achievement reinforced by guidance and
advice. Finally is a vital in maintaining motivation towards the achievement of even higher goals.

Rasheed et al. (2010) study on motivational issues for teachers in higher education concluded by indicating that job design, work environment, reward system, feedback and recognition are also potential factors for motivating employees. He further argued that motivation and performance of employees is powerful tool for the long term success of the organization. Performance management is a critical characteristic in the organization because it reflects the progress and achievement of the organization.

Organization compete to survive in the ever increasing challenging and volatile market environment and thus motivation and performance of employees are powerful tools for the long term success of the organization.

In addition, motivation is taken as an important catalyst in performance. The study findings agree with the study done by Ajila and Abiola (2007) which showed that workers who are given incentives do perform better that those who do not receive incentives. It further showed that workers exhibited productive work behaviour when motivational incentives were made contingent upon performance.

Dibble, (1999) in his study explained that the key role of manager is being the catalyst and that with all the catalyst, the manager’s function is to speed up the reaction between two substances, thus creating the desired end product.

The management officials also pointed out during the interview that motivation is of two types, namely monetary motivational incentives and non-monetary motivational incentives. They mentioned housing allowances, communication allowances, health care services, overtime allowances, responsibility allowances, honorarium for special duties and funeral assistances.

During this study, it was observed that motivation in terms of money is given much priority than non-monetary motivation in some of the unit studied. This goes contrary to assertion of Andrew, et al (2004) who explained that, sometimes management
pays more attention to extrinsic rewards but intrinsic rewards is equally important in employee motivation. Intangible rewards like appreciation and recognition plays a great role in motivating employees and increases their performance.

The findings from the key informants from the Directorates of Human resource and Administration showed that 80% of employees from the department/directorates/schools and colleges which do not offer regular incentives to their staff do perform poor compared to those staff who are being offered incentives regularly.

For example the research showed that, employees from UDBS, the School of Law and DPF do perform better than employees from the directorate of human resource and administration and the directorate of undergraduate studies. The rationale between this gape of performance was that, from the UDBS it was argued that “our employees do work better to the extent that we normally achieve our goals and objectives, due to motivation that we give them such as fringe benefits for instance annual family gatherings, apart from other factors which do make them to perform better as well”. On the other hand the Director of the school of law explained about that “presence of motivational incentives such as overtime allowances was one of the main reason which make the school to perform as expected and on time.”

The Directors from Directorates of Human Resource and Administration together with that of Undergraduate Studies explained that their directorates seem not to perform better due to the fact that they lack alternative sources of fund that could be used to motivate their employees. As a result, their directorates have a big number of employees who frequent quit their jobs and most of the tasks assigned to their employees are not completed on time as compared to other directorates, schools and colleges.

This situation goes hand in hand with the study done by Leshabar et al. (2008) on his study conducted in Tanzanian health sectors. His study revealed that half of doctors and nurses were not satisfied with their jobs, as was the case for 67% of auxiliary clinical staff and 39% of support staff. This dissatisfaction was multi-factorial in origin. Among the reported factors were low salary levels, frequent unavailability of
necessary equipments and consumables to ensure proper patient care, inadequate performance evaluation and feedback, poor communication channels in different organization units and between workers and management, and lack of general concern for workers by the management.

4.9 Satisfaction level of motivation provided by the organization

The researcher wanted to know the level of satisfaction of employees on the motivation provided to them by the organization and its implications to job performance. The following table below shows the response from the respondents via questionnaires.

Table 4.13 Satisfaction level of motivation provided by organization

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Average satisfied</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>Not satisfied</td>
<td>37</td>
<td>74</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2013)

The findings show that majority of respondents 37 (74%) said that they are not satisfied with level of motivation provided by the organization, 13 respondents (26%) said that they are average satisfied with the provision of motivational incentives provided to them by the organization. Also the finding showed none of the respondents said they are satisfied. The 26 per cent of respondents who said they are average satisfied comes from the directorates and schools which have a regular tendency of providing motivational incentives to their employees. These respondents come from the University of Dar es Salaam Business School and Directorate of Planning and Finance.

Given the above analysis one could say though the UDSM had several methods of motivating its staff, still the employees were not motivated since they were not satisfied with the way schemes are developed. Herzberg (1968) through his two factor theory pointed out that the motivation factors are the key elements to determine job satisfaction while the absence of Hygiene factor courses
dissatisfaction. To him, things like achievement, recognition, the work itself and responsibility are associated to long term satisfaction to individual employee. Also, factors like company policy, supervision, and interpersonal relationship provide short term satisfaction. Since the management of UDSM does not recognize the presence and contribution of the supporting staff during implementation of motivation schemes it causes dissatisfaction of the employees which increases the rate of staff turnover and poor performance.

4.10 Commitment of the management towards motivating its employees

The responses of the UDSM supporting staff towards commitment of the management on motivation of employees were almost negative. It seems that the supporting staffs are not happy on the way UDSM promote its supporting staff, train them, provision of incentives as well as their involvement in the issues related to them. The reasons behind this can be lack of awareness on the policies related to social welfare like motivation policies as well as unfair implementation of such policies. Data obtained shows that UDSM management has not been fully committed in implementing issues of motivation to its supporting staff because it left each directorate, school, and college to conduct its own motivation practice depending on the resources they have.

Thus 39 (78%) of the respondents said that the UDSM management is not doing enough to motivate its employees. 11 (22%) of the respondents said that they do appreciate that the management trying the best to motivate its employees. They were further asked to provide reasons for their answer and most of them said that the management is paying much attention in motivating only one cadre of academicians and sometimes a little attention to auxiliary police. Also they mentioned that the management is not doing enough to reduce a gap of salaries between academicians and support. Support staff complains that the salary they get is not enough to sustain the daily needs as compared to academician who are also given other motivational incentives.
Lack of education support, recognition and double standards in promotion process were among the reasons to why support staff sees that the management is not doing enough to motivate its employee. Some drivers complained that they are not promoted alongside their fellow while they all possess the same qualification; they urged the management to rectify these anomalies so as to have in place fair promotion exercise in the organization. The table below shows the response from employees on organization commitment in provision of motivation to its employees.

Table 4.14 Employees response on organizational commitment towards provision of motivation incentives to its employee

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes (UDSM is committed)</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>No (UDSM is not committed)</td>
<td>39</td>
<td>78</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data (2013)

The above findings agree with Maslow’s Hierarch of needs theory that first the employees are motivated when their basic needs are satisfied. According to this study employees are motivated when safety security issues are met. When the two stages are satisfied, the third stage motivation is obtained through fulfilment of social needs. To UDSM, supporting staff information obtained show that the amount of salaries obtained are not enough to sustain life, hence cannot motivate them. Again, as presented earlier the social issues like education support, promotion, personal recognition provided by UDSM did not play its key role of motivation because they were not fairly distributed. The Maslow theory pointed clearly that not only money motivate employees but also other social components have greater impact on motivating employees.
4.11 Other motivational benefits provided by the management of UDSM to its employees.

The study was interested to know what other motivational benefits employees get apart from salaries. The responses are shown in the table below.

### Table 4.15 Other motivational benefits provided to support staff at the UDSM

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical care</td>
<td>35</td>
<td>70</td>
</tr>
<tr>
<td>Housing allowances</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Airtime allowances</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>Overtime allowances</td>
<td>25</td>
<td>50</td>
</tr>
<tr>
<td>Others</td>
<td>3</td>
<td>6</td>
</tr>
</tbody>
</table>

**Source:** Field Data (2013)

The findings showed that 35 respondents amounted to (70%) explained that they do get medical care from the organization health centre, 15 respondents (30%) said that they get monthly airtime, while 25 respondents (50%) get overtime allowances. Only 3 respondents (6%) said that they get other benefits including sponsorship for their studies. The findings showed that none of the respondents do get housing allowances and this is because of the salary they are getting. Provision of housing allowances depend on the amount of salary someone get, the higher the salary the higher chances of getting housing allowance as long as one does not possess the university apartment. Some respondents did not agree with the issue of medical care as part of additional motivational incentives provided to them because they said they are not getting for free, they pay through the monthly deduction of their salary. Therefore, they said none at all is given to them as motivational incentives.

4.12 Reasons for differences in motivation scheme around UDSM.

The researcher wanted to know the reasons for difference in the motivation exercise in organization. The five selected senior officials explained that motivation practice at the organization is not equally applied because it segregates those who have no other sources of income. The source of this difference is due to the mandatory power
given to each school in the provision of incentives whether they have it or not. The
respondents argued that “it is better to have a central pool for the incentives, from
which it will be provided to all employees from all colleges. This will lead to
fairness, because other schools have alternative source of income while other do not
have”. This means that those with alternative source of income do benefit much than
those who do not have.

Furthermore; the findings showed that the directorates and schools which have their
own sources of fund also do not satisfy completely the needs of their employees
hence it becomes difficult to assist other colleges, schools and directorates on the
same matter. Again, it was revealed that there is a very big difference in motivation
exercise at the UDSM whereby staff who are not in the cadre of academicians are not
considered in many aspects associated to motivations such as provision of support in
further training to support staff almost is not in existence, allocation of houses is in
favour of one cadre only.

On the other hand the findings from the study indicated that the current schemes
which are used to motivate employees are not properly followed/observed. Each
school, colleges, directorates and institutes have their own way or systems of
motivating their employees. They do not follow the system established by the
organization. Also findings showed that there is no sharing of what have been
generated by other units in the organization. For example, the University of Dar es
Salaam Business School, University of Dar es Salaam School of Law, College of
Engineering and the Institute of Resource Assessment have other sources of income
which are used to generate income apart from getting shares from central
administration. This situation in return contributes much to unequal provision of
motivation incentives in the organization.

When asked respondents who do not have incentives in their units, they said that they
are told by their bosses that they do not have any other sources of income and the
share they get from central administration is very limited, therefore they cannot be
given motivational incentives as other fellow staff do.
4.13 Fairness of the motivation schemes at the UDSM

The findings revealed that 30 (60%) of respondents showed that there is no fairness on the schemes of motivation currently existing in the organization. 19 (38%) of respondents said that they have no idea if there is any fairness in the schemes and only one respondent (2%) agreed that that there is fairness on motivational schemes present at the university.

The statistics indicate that the bigger number of respondents in the organization said that there is no fairness in the existing schemes which necessitate the importance of management to review the schemes so as to cope with their employee’s needs. The current scheme does not apply to all employees except some departments, directorates and schools. The management has left in hands of the said units to implement motivational incentives to their employee.

The following table below represents employees’ views on the fairness of motivational schemes at the UDSM.

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>No</td>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td>No Idea</td>
<td>19</td>
<td>38</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Data (2013)

The study was also interested to know from employees which departments/school/colleges they would prefer to work apart from their current ones and why. The findings indicated that most of the employees prefer to work in the University of Dar es Salaam Business School, Directorates of Finance and Planning, Institute of Resources Assessment, Law and College of Engineering. The reasons behind is that the mentioned units have different own source of funds and also have many projects which generate income which are used to motivate their employees while other units starve.
Through the study, it was discovered that employees from the units which provide incentives once transferred to another unit tend to quit out of their jobs because they know that they can no longer get incentives as they used to.

4.14 Challenges of motivation to the management

The research revealed that there a number of challenges facing management when comes to the issue of motivating employees. Findings revealed that 28 (56%) of respondents showed the understanding of different challenges facing the organization. 15 (30%) of respondents did not know if the organization was facing any challenges relating to motivation. 8 (16%) of respondents did not understand the question. Therefore, the statistics above showed that most of the respondents were aware of the challenges facing organization in motivating its employee. This implies that efforts of motivating employees at the university had a number of challenges to deal with. The table below illustrates the above findings

Table 4.17 Challenges of motivation to the UDSM

<table>
<thead>
<tr>
<th>Challenges encountered when motivating employee</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>28</td>
<td>56</td>
</tr>
<tr>
<td>No</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>I do not know</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data (2013)

Respondents were asked to mention those challenges which they happen to know that their organization is facing. In their response, they said that employees differ in terms of their needs and priorities, in which management cannot satisfy fully and equally each employee. Hence to determine specific needs of each employee is a big challenge, because motivations to employees sound very relative. What motivate one employee is not necessary that it should as well motivate another. What the university do through its various schools/colleges is to provide substantial incentives to all employees.

Another challenge is lack of adequate and sustainable sources of income for all schools and colleges to meet motivational needs for all employees as it was revealed
that the directorates that have no other sources than depending only on government do face a lot of challenges compared to those which have other sources that they use to motivates their employees.

The findings showed that (60%) of respondents from UDBS, Directorate of planning and Finance and school of law had no much problems when comes to administering and providing motivations to their employees simply because apart from subsidies from the government for the said purpose, they have also an alternative source of income through their various projects which is adequate and very assured.; while (40%) of respondents from directorate human resource and administration and undergraduate studies showed that they face a lot of problems in administering and providing motivations to their employees. This is due to the fact that they lack fund to support and sustain motivation policies. Also, employees needs cannot be seen, they can only be presumed hence what is seen to be a motivator to one may not be a motivator to others.

Others said that since it is a public institution, its budget comes from the government with limited amount. Also the organization is facing challenges in distribution of the fund received from the government which in return does not satisfy all employees. Lack of proper planning and controlling of the available fund is another challenge which faces the organization management in administering provision of motivational incentives. The organization depends much on monetary incentives than none monetary incentives hence becoming difficult to implement it.

Weak performance appraisal by the organization and double standard in promotion process is another challenge facing the organization when comes to motivation of its employee. The findings showed that there exist some sort of favouritism to some academic staff which in turn has made other staff feel like they are not part of the organization and it has completely failed to address this challenge. For example; it was argued by some respondents that; “when comes to the issue of promotion, academicians are normally being promoted immediately after finishing their studies, without working for some years of work. That is promotion due to work-experience. On the other hand, it is quite different. The non-academic staffs are not promoted
even after finishing their studies, consideration is made after three years of work from the time they finished their studies”. The academicians do not wait for three years; it is just promotion immediately after studies. Academicians are highly favoured when comes to provision of motivation incentives and promotions. They are being given first priority in many aspects at the UDSM.

The study findings are supported by that of Eshun and Duah (2010) which investigated rewards as a motivation tool for employee performance. Using the analysis of (20) interviews, they suggested that the use of rewards was a vital in motivating employees. There was a need for management and employees to have a clear understanding of human nature and what actually motivate employees. Their study further suggested that, efficient motivation program stemmed from a mixture of extrinsic and intrinsic rewards instead of focusing on only one type of it. They further said that most of the challenges managers faced in motivating their employees could be eliminated or reduced when myths surrounding motivation were discarded and individual differences in terms of valence, preferences, and aspirations were incorporated.

The findings also are supported by the study done by Al-Harthy (2008) on motivation challenges for oil and gas companies in Oman. He revealed that among the challenges which faced the organization in motivating their employees were how to implement good performance appraisal, recognition, empowerment and good supervision style. The study concluded that although money was important in a competitive market environment, non-monetary factors also played a major role in motivating oil and gas employees than monetary factors. Therefore improving non-monetary factors can help to reduce some challenges facing the organization on motivating its employees. Employees are also motivated by showing them that they exist in the organization. Give them appreciation, recognition and appraise when they perform better in their activities.

4.15 Measures to reduce challenges of motivation to employees at UDSM

The study wanted to know if employees agree whether the management is addressing promptly the motivational challenges. The study findings indicate that 12 (24%) of
respondents agree that the management is addressing the challenges of motivations which they usually face, 33 (66%) of respondents did not agree that the organization dealing well with the challenges of motivation which they encountered, the least of respondents 5 (10%) said that they have no idea on the matter due to less participation in planning and in decision making.

### Table 4.18  Motivation mechanisms used to address challenges

<table>
<thead>
<tr>
<th>Ways/approaches used by management in addressing challenges</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>No</td>
<td>33</td>
<td>66</td>
</tr>
<tr>
<td>I do not know</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

**Source:** Field Data (2013)

The 24% of respondents mentioned regular in-service training, organizing family days, provision of bonus and incentives. According to them these approaches played the key role in motivating them and improve their performance. The findings revealed that the 24% respondents come from the university of Dar es Salaam Business School, Directorate of Finance and Administration and the school of law which have the tendency of providing incentives and organizing family day, they did not know that other units do not have that kind of motivation incentives.

### 4.16 Ways on how can the discrepancies/differences in motivation be eliminated or reduced in the organization

The researcher was also interested to get views from respondents on what should be done so as to eliminate the existing differences in provision of incentives to the UDSM employees. Several views were given out by respondents as shown in the table below.
Table 4.19  Ways to eliminate difference in motivation and improving the planning and implementation of motivational arrangement at the UDSM

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appoint consultant to design</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Involve all sections/departments in designing them</td>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td>Directorate of HRA should take control of it</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Management should take control</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>10</td>
</tr>
</tbody>
</table>

Source: Field Data (2013)

The collected data shows the opinion by employees on how to eliminate and improve motivational arrangement and implementation at the organization. 30 respondents (60%) see participation and involvements of all sections/directorates in designing motivational schemes will help to improve the current situation of motivation at the UDSM. 10 respondents (20%) said that the exercise of designing and implementation of motivational schemes should be left on the hands of the directorates of human resources and administration. They see it that since the directorate is responsible to deal with all issues of employees at the university, it better for them to do the designing and implementation of the scheme.

According to them this will reduce complains from employees on issues of an equal treatment of motivation to employees. Also 6 respondents (12%) said that management should take control of designing and implementation of motivation schemes rather than leaving the directorates, schools and colleges to have their own incentive schemes and policies. Only 4 respondents (8%) said that it is better to appoint a consultant to design the schemes and management should only keep on implementing on what it has been designed for the health of the entire organization.

Considering the above finding, management should consider involving all directorates; schools and colleges in the designing of motivational schemes so as to eliminate complaints from employees and this will bring fair ground of implementation of the system.

On the side of the key selected officials on what should be done so as to eliminate/reduce unequal treatment of motivation to employee at the organization as
far as the issue of motivation is concerned. Many of respondents said that although there is in place structure on how to motivate employee but it is not well implemented across the organization. They suggested that the organization should reduce dependence from the government and that it should initiates its own projects which will provide extra earnings that will be used to pay employee, also they said that the management should have a tendency of conducting non-financial motivations incentives like get together party quarterly.

Organization also should involve all group of employees in determining motivational priorities, constant follow-ups should be maintained on statutory motivation such as housing allowances and provision of houses to the need without segregation of cadres. Organization should establish merit based motivation and avoid double standards, increase internal consultancy to generate more income to support motivation schemes.

The findings correlates with that of Afojo (2002) who emphasized the important of careful selection of motivational incentives by workers in order to guide lead and energize their perception and ability towards achieving the set goals and objectives.

Also the findings agrees with that of Michal (2010) who emphasized in planning rewarding and encouraging economic tools to be employed in accordance with employees’ needs. In fact, there should be diverse ways of increasing employees’ work motivation and satisfaction other than monetary tools.
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents summary, conclusion and recommendations pertaining to the study. The information obtained from the respondents through questionnaires and interview forms the basis of suggestions and recommendations for the improvement of effectiveness of motivation practices in public organizations particularly to the supporting staff of the University of Dar es Salaam. This will ensure a fair implementations of the motivation schemes to all cadre of all schools, colleges and departments and hence retention of employees.

5.2 Summary

The study aimed at assessing the influence of motivation on employees’ job performance in public organizations using a case of the UDSM. The study has given a clear picture concerning motivation at the UDSM and its impact to the performance of the employees. Good number of employees had an idea on the existing motivation although not all know how it was being fulfilled.

Despite that there was general awareness to the employees about motivation and its relationship and contribution to the job performance; the research portrayed beyond doubt that there is still a long way to go as far as motivation is concerned at the UDSM. This was due to the fact that, a good number of employees at the university had a negative opinion concerning the motivation.

The rationale behind the negative perception was due to the reason that the developments of motivational schemes were non participatory such that only academic staff and some few supporting staff were involved during its preparations, implementation and even after implementation there is still a failure to adhere to the present motivation schemes by the management which had led to unequal provision of motivation incentives across the organization. Consequently; it lacks for equity in
motivation which have been one among the main factors that have made some schools, colleges and directorates failing to meet individual and organizational goals as expected.

The findings revealed that motivated employees performed better than non-motivated employees who could not use their maximum efforts in producing for their employer. Also it was found that motivated employees are the source of competitive advantage among the organizations and therefore, management to be effective and efficient in its administration, it needs to understand things that motivate employees and those that de-motivate them. This will help to solve complaints relating to issues of motivation at the UDSM.

5.3 Conclusion

From the data obtained in this study as well the analysis and discussion made one could conclude that the UDSM do provide motivation to its staff. On the other hand it can be seen that the issue of motivation at UDSM is faced with a number of challenges. First, most of employees are not involved in the initial preparation of the motivational schemes. Secondly; there is unequal distribution of the motivational incentives due to variation of schools and colleges as far as the alternative sources of income is concerned, which means employees are motivated relatively and not objectively or universally.

However, the study found that although there exist motivational practice at the UDSM, their aim has not been achieved due to the budget constrain that make plans for motivation to employees not being sustainable as they depend much on Government subsidies for its operation, this create a room for the management to have internal sources of fund to finance the arrangement of motivation exercise in the organization.

Given such situation the university is encouraged and recommended to improve the motivation practices so as not only to avoid unfairness between one unit and the other, but also to enable it to achieve its strategic goals and objectives in effective and efficient manner.
5.4 Recommendations

Basing on the findings of the study, the analysis and discussion, a number of recommendations can be made to improve the motivation practices of UDSM. The aim is to ensure positive attitude of supporting staff and organizational commitment, hence increased productivity. The study therefore, recommends the followings to the management;

i. The management of UDSM should recognize the presence and the role of supporting staff in the executing of its main functions. The UDSM management need to involve the supporting staff into decision pertaining their social welfare. This will help to improve the understanding of the supporting staff on the issues of their welfare, as well as helping them to participate fully in implementation of such decisions and avoid unnecessary complains to the management.

ii. The management should find a way of eliminating the discrepancy of unequal provision of incentives in the organization by reviewing the internal policies that are used to motivate its staff. Employees from different schools, colleges, institutes and directorates should be involved in designing motivational schemes. This is recommended because most of the schemes for a long time were developed by members of academic staff only. This will help to improve the current situation of motivation at the UDSM.

iii. In order to reduce or remove this discrepancy, central administration/management should take control of supervising the entire motivation exercise in the organization instead of leaving each department to have its own way of motivating employees provided they have their own sources of income.

iv. Non motivated employees with a lot of problems cannot use their maximum efforts in producing for their employer. Therefore, the
management should ensure that their employees are motivated to the highest level.

v. Establishment of strong communications between the employees and the management and getting feedback is vital in maintaining motivation for the achievement of organizational and individual goals.

vi. University management should reduce and avoid much dependence on government subvention of funding; they should initiate other projects which will provide internal sources of fund which will be used to finance motivation practice in the organization, this will reduce complains from employees on issues of an equal treatment of motivation to employees.

5.5 Areas for Further Studies

From the findings of the study it is recommended that the same research should be carried to other public universities and their constituents to determine the attitudes of supporting staff towards motivation practice in their organizations. Also, there is a need to conduct a further study at UDSM on how supporting staff participate in decision making, air their views to the top management and its impact to performance of the organization.
REFERENCES


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APPENDIX

Dear respondent,

This survey is part of research project aimed to assess the influence of motivation on the employee job performance in Tanzania Public Organizations, a case study of the University of Dar es Salaam as part of the requirements for completing my MSc-HRM degree programme.

You are kindly requested to spare your valuable time to answer the following questions. Your responses will be highly appreciated and treated with high confidentiality. This research is for academic purposes only.

Thank you for your time.

PART ONE: GENERAL INFORMATION

1. (a) Gender: Male ( ) Female

   (b) You ( )

   Directorate/School/College........................................................................................................

2. Your age (please tick the appropriate answer)
   (i) 20 – 30 ( )
   (ii) 31 – 40 ( )
   (iii) 41 – 50 ( )
   (iv) Above 51 ( )

3. Academic qualification and occupation....................................................................................... 
   (i) Certificate ( )
   (ii) Diploma ( )
   (iii) Degree ( )
   (iv) Masters ( )
   (v) PhD ( )
4. How long have you been working at the UDSM

(i) Less than 4 years ( )

(ii) 5 – 10 years ( )

(iii) 11 – 15 ( )

(v) Above 15 ( )

PART TWO: MOTIVATION KNOWLEDGE

5. What is your level of knowledge on issues of motivation?

(i) Excellent ( )

(ii) Very Good ( )

(iii) Good ( )

(iv) Fair ( )

(v) No idea ( )

6. Does the organization have a tendency of providing motivational incentives to employee?

(i) Yes ( )

(ii) No ( )

If YES, please mention types of motivation offered………………………………………………………………………………

7. Do you think motivation has any role to play in improving your job performance?

(i) Yes ( )

(ii) No ( )

8. If YES in question 8 above, what do you think is the role of motivation in improving your performance?
9. Are you satisfied with the level of motivation offered by the organization?
   (i) Satisfied
   (ii) Average satisfied
   (iii) Not satisfied

10. If satisfied, how? Please provide reasons for your answer above

11. What other benefits do you get apart from salary? (More than one tick is allowed)
   (i) Medical care
   (ii) Housing Allowance
   (iii) Airtime allowance
   (iv) Over time allowance
   (v) Mention any other benefit

12. What factors hinder employee performance? (More than one tick is allowed)
   (i) Low level of motivation benefits
   (ii) Poor employee relations
   (iii) Low salaries
   (iv) Unfavourable working conditions
   (v) Low level of education

13. What should be done to improve the planning and implementation of motivational arrangements and schemes?
   (i) Appoint consultant to design
   (ii) Participation of all sections/departments in designing them
   (iii) Directorate of Human Resource and Administration should take control of It
   (iv) Management should take control
14. Is the motivation scheme of the UDSM fairly applied?
   (i) Yes
   (ii) No
   (iii) No idea

15. If No in question 16 above, what should be done to eliminate/reduce this discrepancy? .................................................................

16. Which department/school/college would you prefer to work with apart from your current one and why? ..............................................

17. Are there any challenges which the organization management face when motivating its employees?
   (i) Yes
   (ii) No
   (iii) I do not know

18. If yes in question 19 above, mention at least five challenges which face the organization when motivating its employees
   (i) .................................................................
   (ii) .................................................................
   (iii) .................................................................
   (iv) .................................................................
   (v) .................................................................

19. Does the organization management address promptly these challenges of motivation?
   (iv) Yes
   (v) No
   (vi) No idea
20. If yes in question 21 above, what are the ways used by the organization management in addressing motivation challenges?

(i) ........................................................................................................

(ii) ........................................................................................................

(iii) ........................................................................................................

Thank you for your continued cooperation.